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# IMPLEMENTATION OF RECOMMENDATIONS ARISING FROM THE IN-DEPTH EVALUATION OF THE TRAINMAR PROGRAMME

Report by the UNCTAD secretariat

**EXECUTIVE SUMMARY**

This progress report contains a presentation of the measures taken by the secretariat over the last 10 months with respect to the implementation of the recommendations arising from the in-depth evaluation of the Trainmar Programme. It provides information on the integration of Trainmar, TrainForTrade and the Port Certificate, and on the consolidation and further enhancement of human resources development (HRD) activities. Most recommendations have already been implemented and a new HRD strategy for training and capacity building is now focusing on: (a) providing technical assistance, particularly to the least developed countries; (b) increasing cooperation with other UNCTAD divisions and programmes; (c) promoting the use of modern techniques such as distance learning to facilitate the delivery of training courses; and (d) designing a new website for networking, virtual support and exchange of information among high-level institutions.

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## INTRODUCTION

1. The Working Party on the Medium-term Plan and the Programme Budget decided to review at its thirty-ninth session in September 2002 the implementation of the recommendations arising from the in-depth evaluation of the Trainmar Programme. The present report was prepared in response to that decision. In its section I, it describes activities undertaken in the last 12 months as follow-up actions to the evaluation of the Programme. In section II, it indicates the remaining action to be undertaken for the full implementation of the recommendations arising from the evaluation.

## I. IMPLEMENTATION OF RECOMMENDATIONS

2. The 12 recommendations contained in the evaluation report of the Trainmar programme (TD/B/WP/144) were grouped into five blocks as follows:

| **Block 1** | **Termination of Trainmar in its current form** |
|---|---|
| Rec. 1 | The Trainmar programme should be terminated in its current form; |
| **Block 2** | **HRD strategy for the integration of the Trainmar, TrainForTrade and Port Certificate programmes** |
| Rec. 2 | The activities concerned with pedagogic capacity building and substantive support should be continued, subject to recommendation 3 below; |
| Rec. 3 | A comprehensive HRD strategy should be developed for the integration of the relevant Trainmar components with TrainForTrade and the Port Certificate into one programme activity, taking into account other training activities in UNCTAD that follow from the work of its substantive units, such as the Trade Logistics Branch; |
| Rec. 4 | The Central Support Team (CST) as such being discontinued is a condition for the recommendations above, as is the expectation that UNCTAD will reorganize the secretariat HRD unit for the purpose of the joint activities; |
| Rec. 5 | The HRD unit should be adequately staffed in terms of numbers and qualifications, and have access to relevant substantive and pedagogic resources, in order to apply acceptable principles for strategic planning, setting targets and time frames for activities, and retaining control of programmes; |
| **Block 3** | **External independent advice** |
| Rec. 7 | A small advisory group of qualified persons with relevant experience and without direct involvement in the programme should be established for strategic guidance of the HRD group; |
| **Block 4** | **Pedagogical materials** |
| Rec. 8 | The curricula of Trainmar, TrainForTrade and the Port Certificate should be integrated, updated and strengthened in regard to both substantive scope and level; |
| Rec. 9 | An integrated curriculum as between Trainmar, TrainforTrade and the Port Certificate should be prepared for delivery in both conventional and distance learning modes; |
| Rec. 10 | The curricula should be organized in such a way that they become useful for delivery by training institutions, as well as being incorporated in national education systems; |

| Block 5 | Networking and sustainability |
|---|---|
| Rec. 6 | The HRD Section should, *inter alia*, base its substantive support activity on providing information on courses, course materials and services which are available in the international community of educational institutions and from other international organizations. For this purpose UNCTAD should, *inter alia*, maintain an effective website; |
| Rec. 11 | Training organizations that receive assistance through the above should be encouraged in their efforts towards commercial autonomy or other forms of self-sustainability. They should be free to market their products and services for such purposes; |
| Rec. 12 | Materials and courses developed by UNCTAD should be freely available for non-profit utilization by interested parties, but may be used in commercial contexts for the purpose of sustainability, on condition that this is approved by UNCTAD. |

3. Most activities to implement the above recommendations were/are carried out by staff from the HRD section in cooperation with other UNCTAD substantive sections/services as appropriate.

**Block 1: Termination of Trainmar in its current form (Rec. 1)**

4. To terminate the Trainmar Programme in its current form (Rec. 1), the secretariat took action to:

(a) Inform the Trainmar networks of the termination in its current form of the programme and the development of a new strategy;

(b) Close ongoing technical assistance programmes;

(c) Delete the reference to UNCTAD in connection with Trainmar;

(d) Discontinue the Trainmar CST.

5. At the end of May 2001 the secretariat informed all training centres of forthcoming adjustments in the organization of the Trainmar, TrainForTrade and Port Certificate programmes as a result of the evaluation. They were informed of the main recommendations arising therefrom as well as about the strategy the secretariat was preparing in order to enhance the efficiency of the training programmes. The complete evaluation report and the new organization chart for the HRD section were to be consulted on the http://www.unctad.org/trainfortrade/ website.

6. At the same time the centres were notified of the termination of the Trainmar Programme in its current form and the integration of its relevant components with the TrainForTrade and Port Certificate programmes under the same TrainForTrade. They were also informed that a new framework for technical assistance would integrate the former system of Trainmar cooperation.

7. The use of the UNCTAD logo in connection with Trainmar activities was discontinued in all training activities, whether it be the development of pedagogic materials, the organization of seminars and workshops, or information about activities that may be initiated, including information on the Internet.

8. The work of the Trainmar CST was discontinued. Resources have been integrated into a new HRD structure, which is described in paragraph 14 of the present report.

**Block 2: HRD strategy for the integration of the Trainmar, ex-TrainForTrade and Port Certificate programmes (Recs. 2–5)**

9. In addressing recommendations 2, 3, 4 and 5 the secretariat carried out its work in accordance with a number of priority objectives that could respond to the needs of countries, particularly least developed countries, and facilitate the integration of the three capacity-building programmes, i.e. the Trainmar, ex-TrainForTrade and Port Certificate programmes:

(a) To enhance the overall SITE/HRD strategy;

(b) To reorganize the HRD section accordingly;

(c) To reinforce, within the strategy, interaction between the SITE/HRD section, other substantive activities within the SITE division and other UNCTAD divisions and programmes.

10. A twofold HRD strategy (Rec. 3) has been progressively developed to strengthen training capacities in developing countries in the fields of international trade and trade-supporting services, investment promotion and port management. The HRD section has developed a website (http://www.unctad.org/hrdsite) with a view to facilitating communication among training institutions on available pedagogical materials and expertise. Elements and functions of the website are indicated in paragraphs 38 and 39.

11. A new strategy for technical assistance has been developed in parallel to build up and reinforce, through national or regional projects, training capacities in developing countries. It is based on the use of the Train-X methodology and encompasses the analysis of training needs in the countries concerned, the establishment of a plan of action for beneficiaries, the development of pedagogic materials, delivery of training, and implementation of capacity-building and training-of-trainers procedures.

12. A core component of project activities is the establishment in each country of a national steering committee to coordinate training capacities. These committees bring together government representatives from the ministries concerned, decision makers from the private sector, universities and distance learning institutions. In the case of regional projects, a regional steering committee brings together once a year a representative of each national steering committee, and representatives from donor institutions and from the executing agency. The procedure has been established to channel synergies from the various national

institutions and to facilitate the sustainability of activities in Benin, Burkina Faso, Gabon, Mali and Senegal.

13. To help ensure sustainability at country level, national specialists are identified and trained. They will deliver training courses in the future and assist in the adaptation of the pedagogical material to local needs. Specific seminars are designed for the training of future trainers: course developers, instructors and distance learning tutors need techniques and methodologies for a successful delivery.

14. To enable the integration of Trainmar, ex-TrainforTrade and the Port Certificate, and to carry out activities foreseen within the HRD strategy, the secretariat put in place, as of September 2001, a new structure comprising seven competencies related to the various aspects of the programme: (a) pedagogic and methodology support; (b) technical assistance and strengthening of training capacity; (c) elaboration of HRD policies for beneficiary countries; (d) project development; (e) distance learning development; (f) websites administration; and (g) information and communication. HRD staff have been allocated to at least one of those areas (Rec. 2).

15. Resources of the Trainmar CST have been integrated with those of the ex-TrainForTrade and Port Certificate programmes. This process has increased synergies within the section and created the appropriate critical mass of expertise. However, administrative support is still insufficient.

16. Now all HRD staff are trained in the Train-X methodology. Their capacity to play an active role in developing effective training has been enhanced. Staff are now participating in the development of pedagogic materials, in traditional or distance learning modes, and in course validation.

17. As a member of the Train-X network,[1] TrainForTrade has access to highly experienced pedagogic expertise in the Train-X methodology. Through partnerships with universities and training institutions, the substantive and pedagogic resources of the HRD section have also been reinforced. They have been made available by Ecole Polytechnique Fédérale de Lausanne (EPFL), Université Libre de Bruxelles (ULB), ILO Training Centre at Turin, Istituto nazionale per il Commercio Estero (ICE), Institut de Formation et d'Echange Portuaire de Marseille (IFEP) and the EDUSUD (ex RESAFAD) network for distance learning delivery. Protocols have also been signed with the Open University of Lisbon and with Universidad Nacional de Educación a Distancia (UNED), located in Madrid, for distance learning courses in Portuguese- and Spanish-speaking countries.

18. The HRD section is working in close collaboration with UNCTAD substantive divisions and programmes with a view to bringing together the pedagogic aspect and the

[1] The following training programmes are also members of the Train-X network : CODEVTEL, the training programme of the International Telecommunication Union; TRAINAIR, the training programme of International Civil Aviation Organization; TRAIN-SEA-COAST, the training programme of United Nations Secretariat in New York; TRAIN-POST, the training programme of the Universal Postal Union; and CC: TRAIN, the training programme of the United Nations Institute for Training and Research; as well as UNDP for the funding parts.

substantive content of course materials. A cooperation structure between the HRD section and substantive divisions has been designed. It is built on the use of the Train-X methodology, implementation of training-of-trainers procedures and networking efforts.

19. Currently, active collaboration is under way with the following substantive sections: the Trade, Environment and Development Section (DITC), Competition Law and Policy, and Consumer Protection Section (DITC), Investment Promotion Section (DITE), DMFAS Programme (GDS), Electronic Commerce Branch (SITE), Trade Facilitation Section and Transport Section in the Trade Logistics Branch (SITE).

20. Following the same pattern of cooperation, the HRD section has initiated an inter-agency exercise (UNCTAD/ILO) for the joint development and delivery of a course on "mainstreaming trade issues and core labour standards into development policy".

21. The interaction between the SITE/HRD section, other substantive activities within the SITE division and other UNCTAD divisions and programmes is shown in table 1.

**Table 1**
UNCTAD in-house cooperation

| Training and capacity-building activities | Responsibilities of the HRD Section (methodological support) | Responsibilities of other Sections (subject matter expertise) |
|---|---|---|
| **Training needs analysis** | Training plan of action | Technical analysis |
| **Course development** | Design and harmonization of the training material<br>Quality control | Technical content<br>Updating of training material |
| **Training of trainers** | Pedagogic and methodological support | Substantive support and development of content |
| **Networking** | Support and development of cooperation between universities and training centres | Information and data |

22. In the light of the recommendations, the relevant former Trainmar activities have been combined with those of the Port Certificate and form the new Port Training Programmes.[2]

23. The new Port Training Programme was endorsed during the International Meeting of Leixoes (13–16 May 2002, Oporto, Portugal). Forty-six representatives from the private and

[2] The new Port Training Programme is a component of the new TrainForTrade programme.

public sectors in developing countries[3] examined the progress achieved by the Port Certificate programme. Twenty-one representatives also attended the meeting from the following developed countries: Belgium, France, Italy, Netherlands, Norway, Portugal and Spain.

24. The results of the meeting may be summarized as follows:

- Participants recognized that the extension of the new UNCTAD Port Training Programme should entail commitments, particularly financial ones, from beneficiary countries.
- After the good experience with implementation in French-speaking countries and the initial activities in Portuguese-speaking ones, attention should be paid to the implementation of the new UNCTAD Port Training Programme for English-speaking countries. Distance learning tools should be considered as an important component of this new strategy.
- Participants recognized that the partnerships between UNCTAD and port organizations from developed countries were of great value, including through contributions to the new scheme.
- UNCTAD is requested to maintain and provide information free of charge to help users of the new HRD website expand their training capabilities.
- The V-Net (Virtual Network) section of the website should be maintained and updated to provide the users of the network with operational and substantive information related to project execution on a restricted and secure basis.

25. Special attention has been paid to strengthening cooperation between the HRD Section and the Trade Logistics Branch of SITE (Rec. 3). Joint activities are undertaken with the Transport Section for course development and implementation of training programmes concerning ports. These involve in particular the design of a new course on "ICT for port communities" and implementing the Port Certificate in English-speaking developing countries.

**Block 3: External independent advice (Rec. 7)**

26. To provide external advice and guidance to the HRD group (Rec. 7), the evaluation team recommended the establishment of a small advisory group of qualified persons. The terms of reference for this group were prepared by the secretariat, and circulated to Geneva-based missions in May 2002 with a request for the submission of candidates.

27. The group will analyse the evolution of UNCTAD's training activities in order to determine elements that need to be strengthened, developed or modified within the framework of the newly defined strategy. It will put forth proposals which its members deem

[3] Angola, Benin, Brazil, Cape Verde, Cambodia, Cameroon, Congo, Côte d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Mauritius, Mozambique, Namibia, Sao Tome and Principe, Senegal, South Africa, Togo, Tunisia and the United Republic of Tanzania.

necessary for improving the work being carried out, and in particular concerning the following points:

- Facilitating the integration of Internet communication and distance learning tools into training programmes;
- Proposing strategies for the reinforcement of local training capacities with the support of an integrated network of training and distance learning institutions;
- Developing a framework between UNCTAD and the partner's institution in terms of training and capacity building, including training of trainers;
- Cooperating with specialized professional institutions;
- Access to financial resources for the development of technical cooperation projects on training and capacity building, in particular for the least developed countries.

**Block 4: Pedagogical materials (Recs. 8-10)**

28. In order to implement recommendations 8, 9 and 10 the secretariat:

(a) Reviewed Trainmar pedagogic materials developed in Geneva by UNCTAD;

(b) Developed an integrated HRD curriculum;

(c) Prepared an UNCTAD strategy for course delivery in both conventional and distance learning modes;

(d) Explored new ways of cooperation with educational institutions and universities.

29. The HRD Section is developing an integrated HRD curriculum in cooperation with UNCTAD substantive divisions and outside partners. It covers four main areas: (a) efficiency in port communities (SITE); (b) investment promotion (DITE); (c) trade and trade-related services (DITC); and (d) training methodology. Detailed information on courses is provided in table 2.

30. Three sets of course materials were considered relevant and therefore selected from existing Trainmar training materials (Rec. 8). The courses will be fully updated and will comprise the post Port Certificate specialization courses in port management. The focus will be on operational priorities of the port communities and cover the fields of "information and communication technologies in ports (ICT)", "port pricing" and "port marketing". The preparation of a course on ICT in ports started during the first of quarter of 2002.

31. While training materials are initially developed for conventional delivery, the secretariat has explored various possibilities of delivering training in distance learning (DL) mode (Rec. 9).

32. On the basis of its experiences the HRD Section has developed a strategy for the delivery of training courses using distance learning techniques. It takes into consideration the existing capacities, means and possibilities in developing countries. It recommends the design of specific solutions for the delivery of distance learning courses that can integrate several training techniques according to the interests of beneficiary countries.[4]

33. An initial experiment with a distance training cycle was carried out in November 2001, during four half-day sessions over a period of one month, on competition law and policy.[5] Pedagogic material was specifically prepared for that delivery. It comprised a participant's manual, a user's guide, a CD-ROM with multimedia presentations, videos and case studies and evaluations adapted to the local situation. Thirty high-level officials (10 from Benin, 10 from Burkina Faso and 10 from Mali) were trained simultaneously. This preliminary seminar was followed by a traditional workshop held in Ouagadougou (Burkina Faso), where participants, selected from the previous distance learning exercise, received in-depth training.

34. A pilot exercise was undertaken from 1 October 2001 until 31 March 2002 with the expertise of Marseille, Dunkerque, Ghent, Senegal and Comoros for the delivery of the e-Port Certificate, the distance learning version of the training course for middle managers from the port communities. Trainees were provided with a CD-ROM, a user's guide, a participant's manual, videos, tests and exercises in accordance with a daily work plan. Consultations with the director of studies and the instructors were made through an Internet chat/forum once or twice a week. At the end of the course, trainees were invited to present a dissertation in Geneva.

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[4] Detailed information is available in a paper entitled "Strategy for implementing a distance learning (DL) process in UNCTAD – strengthening training capacities in international trade in developing countries".

[5] This work was carried out in cooperation with DITC.

**Table 2**

Integrated HRD curriculum

| **Efficiency in port communities** | **English** | **French** | **Spanish** | **Other** |
|---|---|---|---|---|
| Port certificate for middle managers | In preparation | Completed | | Completed in Portuguese |
| ICT for port communities | In preparation | | | |
| Multimodal transport for top policy makers and logistics | | Completed | | |
| Port pricing | To be developed | | | |
| Port marketing | To be updated | | | |
| **Investment promotion** | **English** | **French** | **Spanish** | **Other** |
| Third-generation investments promotion: investor targeting | Completed | In preparation | | |
| Good governance in investment promotion and facilitation | In preparation | | | |
| **International trade and trade-related services** | **English** | **French** | **Spanish** | **Other** |
| Trade, environment and development | Completed | Completed | | |
| Formulation of a competition law and policy | In preparation | Completed | In preparation | |
| Implementation of a competition law and policy | In preparation | Completed | In preparation | |
| Analysis of the effects of international trade policies with a global model | Completed/under revision | Completed/under revision | | |
| Legal aspects of electronic commerce | In preparation | | | |
| DMFAS system operators workshop | In preparation | | | |
| Mainstreaming trade issues and core labour standards into development policy | In preparation | | | |
| International trade financing procedures | | In preparation | | |
| **Training methodology** | **English** | **French** | **Spanish** | **Other** |
| Course development workshop | Completed | Completed | | |
| Instructor workshop | Completed | Completed | | |
| Distance learning delivery for instructors and tutors | | Completed | | |

35. In cooperation with universities, and within UNCTAD training programmes, a path is being pursued for the accreditation of professional experience into university programmes (Rec. 10). The system allows for the integration of UNCTAD operational training curricula in institutes of higher learning. It is built on the following elements:

- National Steering Committees, established in every TrainForTrade partner country, that bring together national economic players, distance learning institutes, and educational institutions and universities;

- A procedure for "accreditation of professional experience" in educational systems that has been established on an experimental basis.

36. Pilot exercises in this field are being conducted. The port community and the University of Cotonou will carry out a pilot exercise for the delivery of the Port Certificate. To that end, a memorandum of understanding is being signed between the Ministry of Transport and the University. The integration process was presented at the international meeting of Leixoes (Portugal) in May 2002 to delegations from 31 countries, which are considering this initiative with particular interest. In Romania a TrainForTrade postgraduate diploma is being offered by the Academy of Economic Studies as part of the regular curriculum of economic studies, and a Romanian national network of TrainForTrade centres was set up and is operational.

**Block 5: Networking and sustainability (Recs. 6, 11 and 12)**

37. In addressing recommendations 6, 11 and 12, the secretariat worked around four activities:

(a) Designing and publishing the HRD Section main website;

(b) Designing and publishing the Internet area for virtual networking (V-Net);

(c) Controlling access to the V-Net through "Terms and conditions of use of the V-Net";

(d) Informing UNCTAD training centres.

38. The HRD Section designed a website (http://www.unctad.org/hrdsite), which became operational in early May 2002 (Rec. 6). This website was created with the purpose of:

- Providing an entry point to the new programme which encompasses TrainForTrade, Port Management and the Distance Learning Platform;
- Presenting the new strategy for technical assistance projects;
- Providing information regularly about current and scheduled activities (mainly training projects and meetings) and other news/communications; and facilitating virtual networking among training centres that are partners of the HRD Section

(exchange of up-to-date information, material, links and services through an Internet area called the V-Net).

39. As for the Internet area for virtual networking, the V-Net, it is a restricted-access area regulated by a constitution ("Terms and conditions of use of the V-Net"). It provides information on:

- Centres that are partners of the HRD Section;
- Available courses and pedagogic support;
- Scheduled events of each centre, directly editable and uploadable by the institution to the V-Net site through an Internet browser;
- Search facilities among documents contained on the V-Net site.

40. A letter was sent out in May 2002 inviting all training centres to become members. In order to do so, each potential user should:

- Ensure that the institution meets the minimum/recommended technical requirements in order to access the V-Net through the Internet;
- Provide UNCTAD with the necessary information for creating on the site a page dedicated to the institution and pages about available courses/expertise;
- Sign the legal document ("Terms and conditions of use of the V-Net") setting out the agreement between UNCTAD and each institution.

41. In countries where the HRD Section undertakes technical assistance, national (or regional) pedagogic committees carry out national (or regional) management of training activities. These committees bring together the main economic actors, universities and distance learning centres concerned. They define locally all financial conditions for participation in the training programme.

42. Materials and courses developed by UNCTAD are a tool for building capacity. Therefore, they are available free of charge for non-profit utilization by the beneficiary countries if countries themselves provide for and follow up on the following activities:

- Definition of training priorities;
- Identification of national trainers;
- Adaptation of pedagogic material to local realities;
- Identification of local pedagogical structures (universities, distance learning centres, etc.) with which committees will cooperate;
- Evaluation of the impact of the training.

43. The autonomy of every training centre is based on three criteria:

- The capacity, at national level, to provide guidance in the field of training, taking into consideration the economic priorities of the country; this is the role of the National Steering Committee;

- The capacity, at national level, to deal with training activities; this is developed within cost-shared technical assistance projects, which are partly financed by the beneficiary countries, thus ensuring long-term sustainability;
- The capacity to receive support from other institutions and organizations; this is the role of the new virtual network.

## II. ACTIVITIES STILL TO BE IMPLEMENTED

44. Recommendations 11 and 12 will be implemented once the provision of technical assistance to countries has been completed.

45. Activities have been carried out for French- and Portuguese-speaking countries. Funding is sought for the extension of activities to English- and Spanish-speaking countries, with the hope that such activities will begin in late 2002.

46. Recommendations 1, 3, 4 and 6 have been fully implemented. The approach to respond to recommendations 2, 5, 7, 8, 9 and 10 has been defined. Relevant activities have been initiated and will continue, since these are ongoing activities of the programme.